



TASK ORDER (TO)
47QFCA20F0002
Operations, Planning, and Training Support
(OPTS)

in support of:

United States Africa Command (AFRICOM)



Awarded to:

**CACI, NSS, Inc. under the General Services Administration (GSA) One Acquisition
Solution for Integrated Services (OASIS) Multiple Award (MA) Indefinite
Delivery/Indefinite Quantity (IDIQ) – Unrestricted Pool One Contract GS00Q14OADU121**

Conducted under Federal Acquisition Regulation (FAR) 16.505

Awarded by:

**The Federal Systems Integration and Management Center (FEDSIM)
1800 F Street, NW (QF0B)
Washington, D.C. 20405**

January 29, 2020

FEDSIM Project Number DE01044

C.1 MISSION AND ORGANIZATIONAL OVERVIEW

The U.S. Africa Command (AFRICOM), in concert with interagency and international partners, builds defense capabilities, responds to crises, and deters and defeats transnational threats in order to advance U.S. national interests and promote regional security, stability, and prosperity. AFRICOM is headquartered in Stuttgart, Germany at Kelley Barracks and is organized into directorates:

- a. J1 – Manpower and Personnel
- b. J2 – Intelligence
- c. J3 – Operations and Cyber
- d. J4 – Logistics
- e. J5 – Strategy, Engagement, and Programs
- f. J6 – Command, Control, Communications, and Computer (C4) Systems
- g. J8 – Resources and Assessments

AFRICOM is also supported by numerous staff offices including, but not limited to, the Headquarters Commandant, Office of the Command Surgeon, and Office of Public Affairs and Communication Synchronization.

AFRICOM's component commands are located within Europe as well:

- a. U.S. Army Africa (USARAF) is responsible for conducting sustained security engagement with African land forces to promote security, stability, and peace. USARAF is headquartered in Vicenza, Italy.
- b. U.S. Naval Forces Africa (NAVAF) is responsible for improving the maritime security capability and capacity of African partners. NAVAf is headquartered in Naples, Italy.
- c. U.S. Air Forces Africa (AFAFRICA) is responsible for conducting sustained security engagement and operations to promote air safety, security, and development in Africa. AFAFRICA is headquartered at Ramstein Air Base in Germany.
- d. U.S. Marine Corps Forces Africa (MARFORAF) is responsible for conducting operations, exercises, training, and security cooperation activities throughout the African continent. MARFORAF is headquartered in Boeblingen, Germany.

Two other organizations work in conjunction with AFRICOM. The Combined Joint Task Force – Horn of Africa (CJTF-HOA) is headquartered at Camp Lemonnier in Djibouti and is the AFRICOM organization that conducts operations in the region to enhance partner nation capacity, promote regional security and stability, dissuade conflict, and protect U.S. and coalition interests. CJTF-HOA is critical to AFRICOM's efforts to build partner capacity to counter violent extremists and address other regional security partnerships. Special Operations Command Africa (SOCAFRICA) is a sub-unified command of U.S. Special Operations Command (SOCOM) and is headquartered in Stuttgart, Germany, at Kelley Barracks. SOCAFRICA works to build operational capacity, strengthen regional security and capacity initiatives, implement effective communication strategies in support of strategic objectives, and eradicate violent extremist organizations.

C.2 SCOPE

The scope of this TO is to provide the support identified in this Performance Work Statement (PWS) to AFRICOM, its component commands, CJTF-HOA, SOCAFRICA, and other strategic and operational partners. The contractor shall support theater peacetime, crisis, and contingency operations. Purchasing of weapons systems is not within scope of this TO. Use of weapons systems, other than as it relates to the analytical and technical support described in Section C, is not within scope of this TO.

The Government anticipates that the majority of support will be provided at OCONUS locations. More specific information regarding places of performance is located in Section F. Travel to support mission requirements in both Continental United States (CONUS) and OCONUS locations is anticipated.

C.3 CURRENT ENVIRONMENT

Africa is over three times larger than the U.S., and the AFRICOM AOR includes 53 countries with a population of approximately 1.3 billion people which is predicted to almost double by 2050. The continent also has a large and growing youth population as Africa is home to 21 of the 22 countries in the world with the youngest average populations (41 percent of Africans are under age 15, and 60 percent of the total population is under age 24). The lack of economic and educational opportunities, a large, disenfranchised youth population, and inadequate natural resources are potential drivers of extremism, which, when coupled with authoritarian, corrupt, or ineffective governments, contribute to persistent instability on the continent.

AFRICOM's strategic approach is to help strengthen African partners by evolving its security cooperation from a focus on crisis response to capability and capacity building against its new strategic priorities: state fragility, Violent Extremist Organizations (VEO) expansion, and threats to U.S. access and influence. To this end, AFRICOM has five objectives which underpin the revised five-year focus in the AFRICOM Campaign Plan and Theater Posture Plan:

- a. African Partners contribute to regional security.
- b. Threats from VEOs and Transnational Criminal Organizations (TCO) are reduced to a level manageable by internal security forces.
- c. U.S. access and influence are ensured.
- d. AFRICOM sets the theater by aligning forces, authorities, capabilities, footprints, and agreements.
- e. U.S. personnel and facilities are protected.

AFRICOM is also guided by multiple foundational strategies that provide policy guidance to synchronize AFRICOM efforts with that of the whole U.S. Government. The 2018 National Defense Strategy focuses on the Great Power Competition and the threat that VEOs continue to pose to the U.S. homeland, allies, and African Partners. The Department of Defense (DoD) Strategy for Africa mandates AFRICOM strengthen African security forces and develop institutions at the national and regional levels, and AFRICOM's focus on security cooperation is a key component in the U.S. whole-of-government approach. The National Strategy for Counterterrorism emphasizes the use of all instruments of American power, with a focus on non-military capabilities. Finally, the U.S. Strategy Toward Africa focuses on economic partnerships to build self-reliance among African partners in the era of great power competition with external

actors. This strategy aims to advance trade and commercial ties with key African states to increase U.S. and African prosperity. Doing so helps to protect the U.S. from cross-border health and security threats, and supports African states' progress toward stability and citizen-responsive governance. This strategy also prioritizes foreign assistance to help the U.S.' African partners achieve sustained economic growth and self reliance to combat transnational threats.

The Campaign Plan provides AFRICOM and its component commands with strategic direction to advance the U.S.' strategic goals on the continent. In order to achieve the Campaign Plan objectives, the Command has outlined six lines of effort that will guide AFRICOM's focus and priorities moving forward:

- a. Strengthen partner networks.
- b. Enhance partner capability.
- c. Develop security in Somalia.
- d. Contain instability in Libya.
- e. Support partners in Sahel and the Lake Chad region.
- f. Set the Theater to facilitate AFRICOM day-to-day activities, crisis response, and contingency operations.

C.4 OBJECTIVE

The objective of this TO is to effectively and efficiently support the missions of AFRICOM, its component commands, CJTF-HOA, SOCAFRICA, and other strategic and operational partners. The contractor shall work to promote collaboration and integration across the Command and all strategic and operational partners in order to drive efficiencies and ensure the Command is appropriately postured to achieve its priorities and objectives.

C.5 TASKS

The contractor shall perform the following tasks in support of this TO.

- a. Task 1 – Provide Program and Project Management Support
- b. Task 2 – Strategic and Operational Analysis, Planning, and Engagement Support
- c. Task 3 – Cyberspace Analysis and Support
- d. Task 4 – Information Operations (IO) Support
- e. Task 5 – Steady State Influence Platform (SSIP) Support
- f. Task 6 – Logistics Support
- g. Task 7 – Training Support
- h. Task 8 – Exercise and Assessment Support
- i. Task 9 – Mission-Enabling Support
- j. Task 10 – Additional Support as Required (Optional)

C.5.1 TASK 1 – PROVIDE PROGRAM AND PROJECT MANAGEMENT SUPPORT

The contractor shall provide program and project management support and the contractor personnel resources necessary to support this TO. This includes the management and oversight

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of all activities performed by contractor personnel, including subcontractors and teaming partners, to satisfy the requirements identified in this TO.

The contractor shall institute and maintain industry best-practice standards, processes, and methodologies. Should the contractor encounter any technical, security, financial, personnel, or general managerial problems throughout the TO period of performance, the contractor shall immediately notify the FEDSIM COR and AFRICOM Technical Point of Contact (TPOC).

**C.5.1.1 SUBTASK 1 – ACCOUNTING FOR CONTRACTOR MANPOWER
REPORTING**

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this TO via a secure data collection site: the Enterprise Contractor Manpower Reporting Application (ECMRA). The contractor shall completely fill in all required data fields using the following web address:
<http://www.ecmra.mil/>.

Reporting inputs will be for the labor executed during the period of performance during each Government Fiscal Year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year. Contractors may direct questions to the support desk at: <http://www.ecmra.mil/>.

Contractors may use Extensible Markup Language (XML) data transfer to the database server or fill in the fields on the website. The XML direct transfer is a format for transferring files from a contractor's systems to the secure website without the need for separate data entries for each required data element at the website. The specific formats for the XML direct transfer may be downloaded from the web.

C.5.1.2 SUBTASK 2 – COORDINATE A TASK ORDER (TO) KICK-OFF MEETING

The contractor shall schedule, coordinate, and host a TO Kick-Off Meeting at the location approved by the Government (**Section F, Deliverable 1**). The meeting shall provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting shall provide the opportunity to discuss technical, management, and security issues, and travel authorization and reporting procedures. At a minimum, the attendees shall include contractor Key Personnel, representatives from AFRICOM, other relevant Government personnel, the AFRICOM TPOC, and the FEDSIM COR.

The contractor shall provide a Kick-Off Meeting Agenda (**Section F, Deliverable 2**) prior to the meeting for review and approval by the FEDSIM COR and the AFRICOM TPOC prior to finalizing. The agenda shall include, at a minimum, the following topics:

- a. Introduction of team members and personnel to include roles, responsibilities, and lines of communication between the contractor and the Government.
- b. Transition discussion.
- c. Security discussion and requirements (e.g., clearance transfers, building access, badges, Common Access Cards (CACs)).
- d. Program Management Plan (PMP) content discussion including schedule, tasks, etc.
- e. Staffing Plan and status.
- f. Quality Management Plan (QMP) content discussion.

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- g. Financial forecasting/tracking and invoicing requirements (Section C.5.1.10 and Section G.3).
- h. TO portal strategy (Section C.5.1.9).
- i. Updated Mission-Essential Contractor Services Plan (Section H.23)

The Government will provide the contractor with the number of Government participants for the Kick-Off Meeting, and the contractor shall provide sufficient copies of the presentation for all present.

The contractor shall draft and provide a Kick-Off Meeting Minutes Report (**Section F, Deliverable X3**) documenting the Kick-Off Meeting discussion and capturing any action items.

C.5.1.3 SUBTASK 3 – PREPARE A PROGRAM MANAGEMENT PLAN (PMP)

The contractor shall document all support requirements in a PMP. The contractor shall provide the Government with a PMP (**Section F, Deliverable 4**) on which the Government will make comments. The final PMP (**Section F, Deliverable 5**) shall incorporate the Government's comments.

At a minimum, the PMP shall:

- a. Describe the proposed management approach and contractor organizational structure.
- b. Provide for an overall Work Breakdown Structure (WBS) with a minimum of three levels and associated responsibilities and partnerships between or among Government organizations.
 - 1. The WBS shall identify all technical activities at a level of detail sufficient for the contractor to manage the work.
 - 2. Each WBS element shall be accompanied by a description and expected result(s).
 - 3. Each WBS element shall include an estimate of the Level of Effort (LOE) required by labor category and associated cost.
- c. Contain detailed Standard Operating Procedures (SOPs) for all tasks and processes that require Government involvement and/or approval.
- d. Include milestones, tasks, and subtasks required in this TO.
- e. Describe in detail the contractor's approach to risk management under this TO.
- f. Describe in detail the contractor's approach to communications, including processes, procedures, communication approach, and other rules of engagement between the contractor and the Government.

The PMP is an evolutionary document that shall be updated annually at a minimum or as changes in the program occur (**Section F, Deliverable 6**). The contractor shall work from the latest Government-approved version of the PMP.

C.5.1.4 SUBTASK 4 – PROVIDE QUALITY MANAGEMENT

The contractor shall identify and implement its approach for providing and ensuring quality throughout its solution to meet the requirements of the TO. The contractor's QMP shall describe the application of the appropriate methodology (i.e., quality control and/or quality assurance) for

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accomplishing TO performance expectations objectives. The QMP shall describe how the appropriate methodology integrates with the Government's requirements.

The contractor shall provide a QMP (**Section F, Deliverable 7**) on which the Government will make comments. The contractor shall then provide a final baseline QMP as required in Section F (**Section F, Deliverable 8**). The contractor shall periodically update the QMP (**Section F, Deliverable 9**) as changes in program processes are identified.

C.5.1.5 SUBTASK 5 – PREPARE A MONTHLY STATUS REPORT (MSR)

The contractor shall develop and provide an MSR (**Section F, Deliverable 10**). The MSR shall, at a minimum, include the following:

- a. For each task and/or project, the activities and deliverables supported and/or completed during the previous month (include ongoing activities, new activities, and activities completed, and progress to date on all above mentioned activities).
- b. Identified issues or concerns and the proposed resolution.
- c. Problems encountered and corrective actions taken.
- d. Updated personnel roster that includes all contractor personnel (including subcontractors and teaming partners) by location, project, OASIS labor category, and functional role. The roster shall also specifically identify any gains, losses, and status changes (security clearance, etc.).
- e. Government actions required.
- f. Schedule (identify major tasks, milestones, and deliverables and the planned and actual start and completion dates for each).
- g. Summary of trips taken, conferences attended, etc.
- h. Financial status:
 1. Costs incurred at the CLIN and project level, broken out by prime contractor, subcontractor(s), and teaming partner(s), through the previous month.
 2. Costs invoiced at the CLIN and project level, broken out by prime contractor, subcontractor(s), and teaming partner(s), through the previous month.
 3. Projected costs to be incurred at the CLIN and project level, broken out by prime contractor, subcontractor(s), and teaming partner(s), for the current month.
- i. Recommendations for changes, modifications, or improvements to tasks or processes.

C.5.1.6 SUBTASK 6 – CONVENE TECHNICAL STATUS MEETINGS

The contractor Program Manager (PM) shall convene a monthly Technical Status Meeting with the AFRICOM TPOC, FEDSIM COR, and other Government stakeholders (**Section F, Deliverable 11**). The purpose of this meeting is to ensure all stakeholders are informed of the monthly activities and MSR, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. The contractor PM shall provide minutes of these meetings, including attendance, issues discussed, decisions made, and action items assigned, to the FEDSIM COR and AFRICOM TPOC within three workdays following the meeting (**Section F, Deliverable 12**).

C.5.1.7 SUBTASK 7 – PREPARE TRIP REPORTS

The Government will require a Trip Report (**Section J, Attachment F**) for all travel charged to the TO (**Section F, Deliverable 13**). The contractor shall keep a summary of all long-distance travel including, but not limited to, the name of the employee, Government approver(s), location of travel, duration of trip, total cost of the trip, and Point of Contact (POC) at the travel location. Trip reports shall also contain a detailed description of the purpose of the trip and any knowledge gained.

C.5.1.8 SUBTASK 8 – PROVIDE MEETING REPORTS

The contractor shall provide Meeting Reports (**Section F, Deliverable 14**), as requested by the Government, to document meetings. At a minimum, the Meeting Reports shall include the following information:

- a. Meeting attendees and their contact information and organization.
- b. Meeting date and location.
- c. Meeting agenda.
- d. Purpose of meeting.
- e. Summary of what transpired (issues and risks discussed, decisions made, and action items assigned).
- f. Conclusion.
- g. Recommendation(s).
- h. Next scheduled event(s) impacting or impacted by the meeting.

C.5.1.9 SUBTASK 9 – DEVELOP AND MAINTAIN A TASK ORDER (TO) PORTAL

The contractor shall develop and maintain an unclassified TO portal which both Government-approved contractor personnel and Government personnel can access worldwide via unique user identification and password. The TO portal shall be able to be accessed by users with a .mil or a .gov electronic mail (email) account and shall not be CAC enabled. The contractor shall provide the Government with a recommended TO Portal Strategy (**Section F, Deliverable 15**) at the TO Kick-Off Meeting for FEDSIM COR and AFRICOM TPOC approval. At a minimum, the strategy should include technical requirements, the delivery schedule, beta testing plan, and end-user training plan. The contractor shall deploy the portal in an operational status within 90 days of Government approval of the portal strategy.

The objective of the TO portal is to introduce efficiencies and ensure coordinated service delivery. At a minimum, the TO portal shall serve as a repository for all unclassified TO deliverables and financial tracking data to include financial forecasts (Section C.5.1.10). The portal shall also include a workflow process that automates the contractor's submission of Requests to Initiate Purchases (RIP), Travel Authorization Requests (TAR), and Trip Reports. This workflow process shall also allow the FEDSIM COR, AFRICOM TPOC, and other Government personnel to provide digital concurrence and approval for RIPs, TARs, and Trip Reports. Finally, the TO portal shall include a mechanism that allows the Government to download and externally store all RIP, TAR, and Trip Report information.

C.5.1.10 SUBTASK 10 – FINANCIAL FORECASTING AND TRACKING

The Government anticipates that funding will be received from multiple sources and financial data will need to be tracked at the Military Interdepartmental Purchase Request (MIPR), funding source, and/or project level. The contractor shall work with the FEDSIM COR and AFRICOM TPOC to determine, for each project, the level of financial tracking required by the Government. For each project, the contractor shall create a financial forecast for each TO period of performance that details the anticipated monthly costs for labor, travel, and materials, equipment, and ODCs. The contractor shall set the baseline at the start of each TO period of performance and update the forecasts monthly, at a minimum, as costs are incurred, or as requirements change.

The contractor shall present a proposed format (**Section F, Deliverable 16**) for the financial forecast at the TO Kick-Off Meeting for FEDSIM COR and AFRICOM TPOC approval and shall then utilize the Government-approved format.

C.5.1.11 SUBTASK 11 – PROJECT MANAGEMENT

The Government anticipates that this will be a project-based TO with multiple projects concurrently operating across AFRICOM, its component commands, CJTF-HOA, SOCAFRICA, and other strategic and operational partners. The FEDSIM COR will communicate all requests for project support to the contractor. For each FEDSIM COR-identified project, the contractor shall prepare a Project Requirements Document (PRD) (**Section F, Deliverable 17**) and provide project management support. At a minimum, each PRD shall include the following information:

- a. Summary of the Government's requirement(s) which includes, at a minimum, the project specifications, structure, activities, conditions, risks, mitigations, and schedule from project inception through project closeout. All project milestones shall be detailed with clear, unambiguous target dates.
- b. Project staffing and resource profile.
- c. Travel and security considerations.
- d. Communication and roles and responsibilities framework to ensure both the contractor and the Government are able to efficiently and effectively monitor progress and receive early warning of potential issues.
- e. Detailed project cost estimate broken out by CLIN.

Once the PRD (**Section F, Deliverable 17**) has been initially approved by the FEDSIM CO and FEDSIM COR, the contractor shall schedule and coordinate a Project Kick-Off Meeting (**Section F, Deliverable 18**) at a location approved by the Government. Project Kick-Off Meetings may be held virtually pending approval from the FEDSIM COR. The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the project. The meeting will provide the Government and the contractor with an opportunity to discuss technical, management, and security issues as well as other TO processes and procedures. At a minimum, the attendees shall include the contractor PM, relevant Government representatives, the AFRICOM TPOC, and the FEDSIM COR.

Prior to the Project Kick-Off Meeting, the contractor shall provide a Kick-Off Meeting Agenda (**Section F, Deliverable 2**) for review and approval by the FEDSIM COR and the AFRICOM TPOC prior to finalizing. The agenda shall include, at a minimum, the following topics:

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- a. Introduction of team members and personnel to include roles, responsibilities, and lines of communication between the contractor and the Government.
- b. PRD (**Section F, Deliverable 17**)
- c. Cost estimate discussion.
- d. Staffing discussion and status.

The contractor shall draft and provide Kick-Off Meeting Minutes (**Section F, Deliverable 3**) documenting the Project Kick-Off Meeting discussion and capturing any action items.

Following the Project Kick-Off Meeting, the contractor shall provide the final PRD (**Section F, Deliverable 19**) to the FEDSIM CO and FEDSIM COR for review and approval in accordance with Section E. The PRD is an evolutionary document that shall be updated each Option Period at a minimum or as changes occur (**Section F, Deliverable 20**). The contractor shall work from the latest Government-approved version of the PRD. If there is a conflict between the PRD and the TO, the TO shall always take precedence.

C.5.1.12 SUBTASK 12 – TRANSITION-IN

The contractor shall provide a Transition-In Plan (**Section F, Deliverable 21**) and at a minimum, the Transition-In Plan shall address the following:

- a. The contractor's transition approach, process, and timelines.
- b. The contractor's identified roles and responsibilities.
- c. The contractor's identified technical, management, and staffing risks; risk management methodology; and identified mitigations to ensure disruptions are minimized.
- d. The contractor's knowledge transfer and training methodology.
- e. Identification and discussion of the expected roles and responsibilities of the incumbent contractor(s) and information expected from the incumbent(s).
- f. Identification of any actions contemplated on the part of the Government.

The contractor shall ensure that there will be minimum service disruption to vital Government business and no service degradation during and after transition. The contractor shall provide an updated Transition-In Plan at least one workday prior to the TO Kick-Off Meeting (**Section F, Deliverable 1**). The contractor shall implement its final Transition-In Plan (**Section F, Deliverable 22**) No Later Than (NLT) one workday after Government approval of the Transition-In Plan in accordance with Section E. All transition activities for each project shall be completed by the date identified in the final Transition-In Plan.

The contractor shall also establish and maintain effective communication with the outgoing contractor/Government personnel for the period of the transition via weekly status meetings or as often as necessary to ensure a seamless transition-in.

C.5.1.13 SUBTASK 13 – TRANSITION-OUT

The contractor shall provide transition-out support when required by the Government. The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to incoming contractor/Government personnel at the expiration of the TO.

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The contractor shall provide a Transition-Out Plan within six months of Project Start (PS) (**Section F, Deliverable 23**). The Government will work with the contractor to finalize the Transition-Out Plan (**Section F, Deliverable 24**) in accordance with Section E. At a minimum, this Transition-Out Plan shall be reviewed and updated on an annual basis (**Section F, Deliverable 25**). Additionally, the Transition-Out Plan shall be reviewed and updated quarterly during the final Option Period.

In the Transition-Out Plan, the contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- a. Project management processes.
- b. POCs.
- c. Location of technical and project management documentation.
- d. Status of ongoing technical initiatives.
- e. Appropriate contractor-to-contractor coordination to ensure a seamless transition.
- f. Transition of Key Personnel.
- g. Schedules and milestones.
- h. Actions required of the Government.

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings or as often as necessary to ensure a seamless transition-out.

The contractor shall implement its Transition-Out Plan NLT six months prior to expiration of the TO.

C.5.2 TASK 2 – STRATEGIC AND OPERATIONAL ANALYSIS, PLANNING, AND ENGAGEMENT SUPPORT

The contractor shall assess the current strategic and operational planning efforts for countries and initiatives in the AFRICOM AOR in order to verify that appropriate concepts, capabilities, technologies, and non-materiel solutions have been identified and incorporated to enhance the effectiveness of theater and regional operations. These assessments shall include, but are not limited to, the analysis of the integration of Command and Control (C2) and critical mission systems infrastructure, logistical challenges within the AOR, threats to Force Protection (FP) including improvised threats, and threats to the interests of the U.S., allies, and partner nations.

Additionally, the contractor shall conduct gap analyses (**Section F, Deliverable 26**) of strategies and plans in order to identify and mitigate any potential risks present in the core missions for AFRICOM, its component commands, CJTF-HOA, SOCAFRICA, and other strategic and operational partners. These core missions may include, but are not limited to, maintaining ready forces for global operations, securing global access theater-wide, enhancing support to allies and partner nations, and promoting regional stability. The contractor shall identify any risks and assess how susceptible the core missions for AFRICOM, its component commands, CJTF-HOA, SOCAFRICA, and other strategic and operational partners are to the identified risks.

C.5.2.1 SUBTASK 1 – ANALYSIS AND ASSESSMENT SUPPORT

The contractor shall also conduct analyses, as directed by the Government, in order to identify threats and/or risks and recommend how AFRICOM, its component commands, CJTF-HOA, SOCAFRICA, and other strategic and operational partners can best defend themselves. As global and regional challenges arise and evolve, the contractor shall continually assess the environment and provide the Government with assessment reports (**Section F, Deliverable 27**) focused on topics that include, but are not limited to, the following:

- a. Non-traditional information collection activities.
- b. Threat trends.
- c. Current and/or emerging crises.
- d. Operational environments (including, but not limited to, the political, military, economic, social, information, infrastructure, and physical environment of the area).
- e. Terrorism/counter-terrorism threats.
- f. Anti-Terrorism (AT), FP, and improvised threats.
- g. Additional information as required by the Government.

At a minimum, assessment reports shall detail the research conducted, the analysis performed, risks and potential or real impacts, and any recommendations for the Government to consider. The contractor shall also support the development and implementation of potential outputs from the assessment reports by providing analytical and technical support to assist the Government.

Building on the analysis and assessment support provided, the contractor shall also support the Government with the execution of the Mission Assurance program in order to ensure it complies with Departmental-level guidance. The objective of this support is to synchronize Mission Assurance activities through an integrated approach to mission risk management, reduce mission risk over the full spectrum of threats, hazards, and vulnerabilities that affect mission critical capabilities, functions, and supporting assets. This Mission Assurance-focused support includes, but it not limited to, the following:

- a. Researching applicable directives, regulations, etc. and coordinating with component commands, subordinate commands, services, and other stakeholders to identify mission critical assets and interdependencies that exist between various critical assets.
- b. Supporting the development of a Task Critical Asset (TCA) List to include tiering and prioritization.
- c. Supporting the planning and facilitating of Mission Assurance vulnerability assessments.
- d. Supporting the determination of vulnerability ratings and tailored risk management responses to any identified vulnerabilities.
- e. Tracking vulnerabilities and remediation actions in concert with assessed organizations to assist in the management of mission risk.
- f. Collecting, assessing, and disseminating Mission Assurance-related threat and hazard assessments and warnings, as required by the Government, to subordinate elements and other authorized organizations.
- g. Ensuring that critical assets are incorporated into deliberate and crisis action planning.

C.5.2.2 SUBTASK 2 – STRATEGY AND PLANS SUPPORT

The contractor shall support the full range of joint planning activities at the strategic, operational, and tactical levels, across AFRICOM, its component commands, CJTF-HOA, SOCAFRICA, and other strategic and operational partners. Joint planning is focused on the end state, globally integrated and coordinated, resource and risk informed, framed within the operational environment, and adaptive and flexible.

The contractor shall provide subject matter expertise to support the development, execution, management, and assessment of the family of military plans including, but not limited to, theater and global campaign planning, U.S.-only planning, bi-lateral planning, multi-lateral planning, country planning, Continuity of Operations Plan (COOP), strategy and communications plans, and special program planning. This support also includes Contingency Plans (CONPLAN), Operation Plans (OPLAN), Operation Orders (OPORD), etc. The Combatant Commander's Campaign Plan establishes the operations, activities, and investments that AFRICOM will undertake to achieve the Command's objectives in support of national policy and objectives. Country plans are developed to guide AFRICOM's interactions with African nations' security sector organizations, Headquarters, and forces and to set the Commander's priorities for each country in order to accomplish the objectives identified in the Campaign Plan.

The contractor shall also be familiar with both deliberate and crisis action planning procedures and shall be prepared to conduct truncated planning processes as required and in accordance with Joint Doctrine Publications 2.0, 3.0, 4.0, 5.0, and 6.0 and Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3314.01 and 3110.02H.

For each planning effort, the contractor shall assist with the development of base plans, annexes, appendices, and staff estimates. Additionally, the contractor shall participate in Joint Planning Groups and Operational Planning Teams with AFRICOM and shall support crisis action planning teams as required.

C.5.2.3 SUBTASK 3 – ENGAGEMENT SUPPORT

The contractor shall support Key Leader Engagement (KLE) activities across AFRICOM, its component commands, CJTF-HOA, SOCAFRICA, and other strategic and operational partners. The contractor shall support internal staff processes and procedures and be able to communicate and interact at a senior level. This support includes, but is not limited to, the following activities:

- a. Assisting with the planning and execution of engagement, information, and outreach programs.
- b. Drafting and editing correspondence letters, policy letters, memoranda, talking points, notes, etc. on behalf of the Government.
- c. Maintaining mission and Command briefings.
- d. Assisting with staff and Command-related visits.

The contractor shall prepare briefings (**Section F, Deliverable 28**) as required and shall assist with the development, implementation, and assessment of strategic guidance focused on synchronizing communications, engagements, and priorities across AFRICOM.

C.5.2.4 SUBTASK 4 – SECURITY ASSISTANCE AND SECURITY COOPERATION PROGRAM SUPPORT

DoD and DoS provide security assistance and security cooperation to foreign governments, militaries, and international organizations and groups with a focus on enhancing the capabilities of partner nations to ensure they are able to defend themselves against current and future threats. Support is provided under the authorities of Title 22 and Title 10 of the U.S. Code (U.S.C.) and annual National Defense Authorization Act (NDAA). Security assistance and cooperation programs are in place to strengthen bilateral (and in some cases multilateral) security relationships, enhance partner capacity and self-sufficiency, promote effective civil-military relations, and provide recommended training, equipment, and materials.

The contractor shall support the development, implementation, management, and assessment of security assistance and security cooperation programs across AFRICOM, its component commands, CJTF-HOA, SOCAFRICA, and other strategic and operational partners. To effectively and efficiently provide support, the contractor shall coordinate and synchronize with other stakeholders such as the Office of the Secretary of Defense (OSD), DoS, U.S. Embassy country teams, and the Joint Staff (JS). Programs and initiatives to be supported include, but are not limited to, the following:

- a. African Peacekeeping Rapid Response Partnership (APRRP)
- b. Global Peace Operations Initiative (GPOI)
- c. Humanitarian Assistance (HA)
- d. Counter-Improvised Explosive Device (C-IED) Security Force Assistance

C.5.2.5 SUBTASK 5 – PUBLIC AFFAIRS SUPPORT

In support of AFRICOM Public Affairs, the contractor shall conduct news monitoring and assessments of the information environment (**Section F, Deliverable 27**). This includes assessing the information environment from a public affairs lens based on an established communication strategy and framework. Public affairs assessments inform the effectiveness of public affairs efforts in reaching key audiences via traditional, online, and social media coverage and through theater outreach. Public affairs assessments also inform key leaders of emerging issues in the information environment and inform public affairs decisions/actions. Assessments will be leveraged to support future communication planning and coverage efforts.

Additionally, the contractor shall support the Government with the Government's external and internal communication planning, communication synchronization/integration, strategy development, and product development. Products (**Section F, Deliverable 29**) may include, but are not limited to, items such as communication strategies, plans, annexes, orders, guidance, talking points, assessments, briefing cards, read outs, and press releases.

C.5.3 TASK 3 – CYBERSPACE ANALYSIS AND SUPPORT

The contractor shall support the Government with the integration, at the theater strategic level, of C4, cyber, and cyberspace operations into AFRICOM's strategic and operational objectives. The contractor shall work with the Government to facilitate information sharing, internally and externally, and to integrate information sharing into C4, cyber, and cyberspace operations.

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The contractor shall work in coordination with Defense Information Systems Agency (DISA), U.S. Cyber Command (CYBERCOM), Joint Force Headquarters-Cyber (JFHQ-C), Army Cyber Command (ARCYBER), JFHQ-DoD Information Network (JFHQ-DoDIN), and other CYBERCOM components in support of this Task.

C.5.3.1 SUBTASK 1 – CURRENT OPERATIONS (CUOPS) SUPPORT

The contractor shall provide CUOPS support which includes, but is not limited to, the following activities:

- a. Coordinating the conduct of operations preparation of the environment for execution through the AFRICOM Joint Cyber Center (JCC).
- b. Coordinating cyber orders between AFRICOM and CYBERCOM.
- c. Monitoring global incidents and threats in coordination with JFHQ-DoDIN and providing information to AFRICOM.
- d. Coordinating and synchronizing mission assurance policy and guidance with AFRICOM and CYBERCOM.
- e. Communicating cyber force capabilities, limitations, and readiness to AFRICOM.
- f. Monitoring AFRICOM AOR network events.
- g. Facilitating the identification of AFRICOM's Key Cyber Terrain (KCT) to enable mission assurance operations and understanding theater KCT information flow.
- h. Assisting with development of theater KCT Measures of Effectiveness (MOE) and Measures of Performance (MOP) (**Section F, Deliverable 30**).
- i. Assisting with the development of technologies and Tactics, Techniques, and Procedures (TTP) to help develop AFRICOM's KCT Common Operating Picture (COP).
- j. Providing recommendations (**Section F, Deliverable 31**) from a mission assurance perspective to AFRICOM in order to help formulate effective cyber operations plans and strategies.

C.5.3.2 SUBTASK 2 – FUTURE OPERATIONS (FUOPS) SUPPORT

The contractor shall provide FUOPS support which includes, but is not limited to, the following activities:

- a. Maintaining Situational Awareness (SA) on vulnerabilities and threats to AFRICOM's mission.
- b. Capturing and analyzing lessons learned (**Section F, Deliverable 32**) from cyber attacks to support future planning efforts.
- c. Assisting with the effective integration of cyberspace capabilities in order to counter adversary use of cyberspace.
- d. Analyzing AFRICOM and CYBERCOM planning activities and strategic guidance to plan for future operations.
- e. Identifying, analyzing, and reporting relevant cyber capacity and capability gaps (**Section F, Deliverable 26**) that affect AFRICOM.
- f. Facilitating the dissemination and communication of the technical content of operational and strategic cyber threat assessments and products.

- g. Researching, analyzing, and identifying gaps and shortfalls related to the execution of cyberspace defensive missions.
- h. Providing recommendations (**Section F, Deliverable 31**) to AFRICOM in order to formulate effective cyber operations plans and strategies.

C.5.3.3 SUBTASK 3 – CYBERSPACE OPERATIONS SUPPORT

The contractor shall provide cyberspace operations support which includes, but is not limited to, the following activities:

- a. Assisting with the planning, synchronization, integration, execution, and coordination of DoDIN and cyberspace operations and providing recommendations to the Government.
- b. Analyzing after action reports and providing lessons learned (**Section F, Deliverable 32**) to support future TTP development.
- c. Facilitating the dissemination and communication of the technical content of operational and strategic cyber threat assessments and products.
- d. Coordinating, integrating, synchronizing, and deconflicting cyberspace operations to meet Government requirements.
- e. Providing recommendations (**Section F, Deliverable 31**) to support response actions against DoDIN degradation or denial of AFRICOM missions.
- f. Analyzing tactical Mission Reports (MISREPs).
- g. Disseminating and providing technical explanations for operational and strategic cyber threat assessments and products throughout the AFRICOM AOR.
- h. Working in coordination with the Government to ensure tactical execution aligns with operational guidance.
- i. Consulting with Intelligence, Surveillance, and Reconnaissance (ISR) personnel to interpret technical cyber threat intelligence, incident responses, and related products to JFHQ-C, CYBERCOM, JFHQ-DoDIN, and threat repositories.
- j. Facilitating the packaging and dissemination of technical cyber threat intelligence, incident response, and related products to the JFHQ-C, CYBERCOM, JFHQ-DoDIN, and threat repositories.
- k. Monitoring and assessing the defensive posture for AFRICOM's critical key terrain.

C.5.4 TASK 4 – INFORMATION OPERATIONS (IO) SUPPORT

The contractor shall provide IO (to include Joint Electromagnetic Spectrum Operations (JEMSO)) and special activity support to the Government. Under this task, the contractor shall analyze and produce IO products and assessments (**Section F, Deliverable 27**) which evaluate friendly and adversary operations, capabilities, objectives, and gaps as they pertain to the IO mission. This includes, but is not limited to, supporting the Government with the synchronization and assessment of messaging across all programs; melding strategic goals with capabilities through strategic engagement in order to identify future requirements and potential shortfalls; providing liaison capabilities; and examining organizations, systems, processes, interoperability, technology, and personnel. Additionally, the contractor shall support the Government by conducting research, building IO capabilities, and developing and executing IO plans. Support to be provided includes, but is not limited to, the following activities:

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- a. Integrating and synchronizing theater IO efforts into IO plans and operations in support of current and future OPLANs, CONPLANs, OPORDs, etc.
- b. Reviewing all Electronic Warfare (EW), Military Information Support Operations (MISO), Military Deception (MILDEC), Cyberspace Operations (CSO), JEMSO, and Operational Security (OPSEC) activities to ensure they are in accordance with command guidance.
- c. Analyzing the development of processes and organizations and the allocation of IO responsibilities and tasks coordinated with intelligence and operational organizations across the region.
- d. Assisting with the analysis and implementation of IO, Special Technical Operations (STO), Strategy and Policy (S&P), and space tools and capabilities.
- e. Supporting the implementation and operation of a JEMSO cell and providing JEMSO subject matter expertise.
- f. Assisting with the development of Continuity of Operations (CONOPS) and requirements for IO capabilities and programs that will enhance warfighting capabilities.
- g. Identifying how the Government can utilize IO, STO, and Special Access Program (SAP) capabilities to enhance current operations, crisis response, and FP.
- h. Assisting with Indications and Warnings (I&W) analyses.
- i. Coordinating with other IO stakeholders across AFRICOM, DoD, and the broader interagency community to foster innovative solutions to improve processes and procedures and to promote IO objectives.
- j. Preparing briefings (**Section F, Deliverable 28**) and providing Request for Information (RFI) responses (**Section F, Deliverable 33**) as required by the Government.
- k. Supporting IO-focused assessment efforts which includes assisting with the development of tailored MOE and MOP (**Section F, Deliverable 30**).

C.5.4.1 SUBTASK 1 – SENSITIVE COMPARTMENTED PROGRAM SUPPORT

The contractor shall support AFRICOM's multi-tiered sensitive compartmented program by providing operational and strategic planning expertise to support the development and implementation of sensitive compartmented plans and activities. The contractor shall collaborate and coordinate with stakeholders to identify, develop, and synchronize intelligence requirements. Support to be provided includes, but is not limited to, the following activities:

- a. Developing, nominating, and coordinating requirements within AFRICOM and with the JS, other Combatant Commands, and other Government stakeholders.
- b. Coordinating support across the tactical, operational, and strategic information spectrum throughout AFRICOM, the JS, other Combatant Commands, and other Government stakeholders.
- c. Providing RFI responses (**Section F, Deliverable 33**).
- d. Developing and maintaining SOPs (**Section F, Deliverable 34**) to facilitate multi-disciplined support to Government stakeholders.
- e. Maintaining a thorough awareness of worldwide intelligence activities as they relate to Government guidance.

- f. Reviewing program regulations and identifying and drafting potential changes and edits in coordination with the Government.

C.5.4.2 SUBTASK 2 – ALTERNATIVE AND COMPENSATORY CONTROL MEASURE (ACCM) SUPPORT

AFRICOM has several requirements levied in Executive Orders and Departmental and JS guidance which identify certain training, execution, and assessment requirements regarding the implementation of ACCM. The contractor shall develop and implement a formalized, coordinated, sustainable, automated, and assessable process for the management of the ACCM system. Support to be provided includes, but is not limited to, the following activities:

- a. Coordinating the development of overarching AFRICOM policies and instructions for Special Activities.
- b. Coordinating the development of AFRICOM policies and instruction for the implementation and execution of the ACCM program.
- c. Assisting with ACCM planning activities.
- d. Supporting and sustaining the automated workflow processes for ACCM from identification of the access requirement through briefing and then debriefing.
- e. Developing and implementing an initial (**Section F, Deliverable 35**) and annual plan of instruction (**Section F, Deliverable 36**) in accordance with the instructional system development model.
- f. Maintaining and executing assessment processes and criteria for tracking personnel given access to ACCM.
- g. Maintaining and executing assessment processes to determine efficacy in coordinating cross-Combatant Command clearance transmission.
- h. Responding to the annual reporting requirements for the ACCM control office.
- i. Assisting with all exercises' ACCM requirements with pre-exercise planning and the development of a trusted agent network for ACCM access.
- j. Assisting the Government with the maintenance of ACCM program training and validation.
- k. Developing a way forward to transition to the Need-to-Know Management Module (NTKMM) database to maintain ACCM program rosters.
- l. Serving as the collateral security manager.

C.5.5 TASK 5 – STEADY STATE INFLUENCE PLATFORM (SSIP) SUPPORT

The SSIP program is the application of commercial marketing techniques to effectively message and influence select target audiences in support of AFRICOM objectives. SSIP is intended to amplify existing partner (interagency and international) messages through research, product development, product dissemination, and assessment. The goal of SSIP is to positively influence selected country target audiences and mitigate the impact of foreign malign influence and propaganda. SSIP provides full-scale target audience, target market, and media landscape research. It is constructed on a flexible marketing concept capable of deploying messaging via any medium to include, but not limited to, internet, print, radio, television, mobile, and out-of-

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home. SSIP also offers a robust data collection capability through polling and open-source analysis.

The contractor shall provide support and assistance to the Government with conducting market research, creative and content development, media planning and buying, campaign assessment, and other best-in-class digital and traditional behavior change marketing techniques within the AFRICOM AOR in direct support of military objectives and operations. The contractor shall possess detailed knowledge of the African environment to include all applicable host-nation laws and regulations.

All products provided by the contractor and any accompanying reports shall be complete, ready for distribution, consistent with a high level of quality control, culturally sensitive and appropriate, and relevant to the audience identified by the Government. The contractor shall participate in AFRICOM working groups, serving as a traditional and digital media marketing Subject Matter Expert (SME). If directed by the Government, the contractor shall also provide this SME support on the behalf of AFRICOM to other DoD and interagency strategic and operational partners. Additionally, as requested by the Government, the contractor shall provide training to AFRICOM personnel on the use of traditional and digital media in support of operations.

The primary objective of this Task is to develop integrated marketing, outreach, and communications in support of themes and objectives derived from AFRICOM objectives, emerging contingencies, and approved plans and programs in direct support of military objectives and operations. The contractor shall work with the Government to ensure that all messaging and communications are synchronized and coordinated with AFRICOM objectives and priorities prior to dissemination. The contractor shall develop, produce, disseminate, and assess the effectiveness of localized and culturally appropriate marketing and advertising content. The contractor shall utilize modern behavior change marketing techniques to identified foreign audiences, influencers, and key communicators, and assess the effectiveness of that messaging on their behaviors. As emerging technologies become available, the contractor shall evaluate them for incorporation into deliverables and projects, upon approval by the Government. The contractor shall advise AFRICOM IO planners on SSIP task integration and provide recommendations and inputs into the AFRICOM planning efforts including deliberate, crisis, and steady state.

All reports produced and data provided by the contractor shall be in a format agreed upon by the contractor and the Government and adjusted as necessary. At the start of performance of this Task, between one and three country and/or region-specific projects will be operational, and as approvals are gained, contractor-required support shall be expanded to other countries and regions.

For all work performed under this Task, at no time shall the work or the deliverables and data produced by the contractor target or collect data on U.S. citizens. All information shall be truthful and clearly attributable to the U.S. Government, and the contractor shall operate within and in accordance with AFRICOM authorities and permissions. The contractor shall be responsible for ensuring that all work performed under this Task and all deliverables comply with relevant African and host-nation laws and regulations.

The Government asserts unlimited rights in accordance with Defense Federal Acquisition Regulation Supplement (DFARS) 252.227-7013 and 252.227-7020 to all technical data and

creative materials produced by the contractor and all teaming partners, subcontractors, or consultants in support of this Task. Once work under this Task concludes, the contractor shall transfer ownership of all website addresses, applications, usernames, passwords, profiles, etc. created and/or utilized during TO performance.

C.5.5.1 SUBTASK 1 – TARGET AUDIENCE AND MARKET RESEARCH

The contractor shall conduct research on target audiences in multiple countries and/or regions across the AFRICOM AOR, as specified by the Government, in order to develop an understanding of these highly complex audiences. Research shall be conducted in accordance with the market research industry's best-in-class standards. As directed by the Government, the contractor shall utilize traditional and non-traditional forms of primary research and/or available industry data, including market data available for purchase, outside reports, and other data provided by the Government, to develop target audience profiles for each Government-identified country and/or region of interest (**Section F, Deliverable 37**). Within each audience profile, the contractor shall provide demographic/segment data on the target audiences; this data may include, but is not limited to, age, gender, external, and internal conditions and influences that drive their behavior, media consumption, geographic concentration of Government-identified groups or segments (i.e., military age individuals), online/digital concentration, and networks (both real-life and digital). The contractor shall conduct one or more segmentations of target audiences, as directed by the Government, and define the methodology used in arriving at the segmentation within the target audience profile (**Section F, Deliverable 37**).

Upon request from the Government, the contractor shall identify key influencers to target audiences, including, but not limited to, biographical data, professional background, educational background, personal background, influencer qualifications, political/state affiliations, user activity, platforms on which they are active, their online messaging/objectives, and their audience/followers.

Additionally, the contractor shall conduct research on target markets in areas designated and prioritized by the Government. Research shall be conducted in accordance with the market research industry's best-in-class industry standards. Target market research shall include, but is not limited to, identification of evolving media vehicles and platforms and their characteristics, advertising costs in the various types of media, and marketing tactics utilized in the area. The contractor's research shall focus on Government-identified geographic markets, regions, and audiences and shall ensure that information on U.S. persons is not collected or utilized. For each Government-identified target market, the contractor shall develop target market profiles (**Section F, Deliverable 38**). Within each market profile, the contractor shall provide data on the target market and this data could include, but is not limited to, the following:

- a. Major media outlets and audience segment media consumption characteristics in the target market.
- b. Available advertising options and networks used in the target market.
- c. Advertising costs (e.g., Cost Per Thousand (CPM) impression for each media vehicle or platform by language).
- d. Languages used in various media outlets.
- e. Ownership and alignment of various media platforms, including, but not limited to, pro-AFRICOM objective or anti-AFRICOM objective.

- f. Instances of censorship, one-sided reporting, or intentional blackouts (e.g., jamming).
- g. Existing, new, and emerging marketing technologies and techniques to reach and influence the target audience.
- h. Media consumption habits of target audiences by media type and specific channels.

Using Secure Internet Protocol Router (SIPR) and Joint Worldwide Intelligence Communications System (JWICS) tools, the contractor shall validate if there is any intelligence to support open-source information obtained.

C.5.5.2 SUBTASK 2 – STRATEGY DEVELOPMENT

For each Government-identified country and/or region, the contractor shall develop an SSIP Project Plan (**Section F, Deliverable 39**) that outlines the project strategy and tactical plan and contains the rationale for executing the project, measurable objectives, target audience information, tactics, detailed timetables, work plans, and detailed budgets. SSIP Project Plans shall include strategies and tactics that are actionable and measurable. When developing the SSIP Project Plan, the contractor shall utilize information gathered under Subtask 1 above (Section C.5.5.1). The contractor shall be responsible for monitoring the implementation of the SSIP Project Plan.

C.5.5.3 SUBTASK 3 – CREATIVE DEVELOPMENT AND INITIAL PRE-TESTING

For each identified country and/or region and in accordance with the Government-approved SSIP Project Plan for that country and/or region, the contractor shall develop creative concepts (**Section F, Deliverable 40**) for targeted messages and materials which may consist of broadcast (e.g., TV, radio, and/or cinema), print, outdoor, digital, and/or other advertising. Based on the approved Project Plan, the contractor shall present creative concepts for the Government to review, comment on, refine, and approve. All messages and materials (traditional, digital, and non-traditional) shall be prepared in a format/manner that is consistent with advertising industry best practices and shall be designed for use in accordance with the Government-approved Project Plan. Additionally, all necessary and applicable terms of service, privacy, security, and local legal requirements shall have been addressed prior to any discussion and/or dissemination of any creative concepts.

At a minimum, the contractor shall ensure that the following are taken into consideration in the development and execution of creative concepts:

- a. Unique characteristics, experiences, norms, values, behaviors, and beliefs of the target audience and/or market.
- b. Relevant historical, environmental, and social forces.

For each identified country and/or region and in accordance with the Government-approved Project Plan for that country and/or region, the contractor shall provide a Creative Concepts Test Plan (**Section F, Deliverable 41**) that details the process and procedures for the pre-testing of creative concepts to ensure they will be effective with the intended target audience. Effectiveness will be assessed by considering how accurate, consistent, clear, relevant, and credible the concepts are and by how much they appeal to and resonate with the target audience. The contractor shall execute the Creative Concepts Test Plan (**Section F, Deliverable 41**) to pre-test the concepts once it has been approved by the Government.

For each identified country and/or region and in accordance with the Government-approved Project Plan for that country and/or region, the contractor shall develop pre-testing materials including messaging and creative assets to be deployed through public relations and earned media efforts. The contractor shall identify and provide the Government with detailed, local information types and sources and procedures for disseminating content through these sources. Content may include, but is not limited to, talking points, text, graphics, video, audio, or audio-visual components. The contractor shall possess an intimate knowledge of the regional media markets as well as the target region(s)' and audience(s)' cultural, social, political, and economic dynamics. The contractor-developed content shall reflect an understanding of local and regional perspectives to include the use of indigenous terms and dialects. All developed content shall be oriented toward the Government-identified foreign, target audiences and shall not be oriented towards U.S. audiences.

Unless directed by the Government, the contractor-developed content shall not replicate the role of DoD Public Affairs or address U.S. foreign policy issues.

C.5.5.4 SUBTASK 4 – PRODUCTION AND SECONDARY PRE-TESTING

For each identified country and/or region and in accordance with the Government-approved Project Plan for that country and/or region and the Government-approved creative concepts, the contractor shall produce creative materials (**Section F, Deliverable 42**) which may consist of, but are not limited to, broadcast (e.g., TV, radio, cinema), print, outdoor, digital, and other advertising. Based on the approved Project Plan, the contractor shall present the creative materials for the Government to review, comment on, refine, and approve.

When applicable and in compliance with applicable U.S. and local laws and regulations, the contractor shall:

- a. Negotiate usage rights for television, radio, print, and digital materials, as needed, and procure the proper ad usage rights for placement.
- b. Avoid the use of talent, graphics, music, or other media that will require residual payments to the greatest extent possible. Before utilizing anything that will require residual payments, the contractor shall discuss and obtain approval from the FEDSIM COR.
- c. Maintain and provide the Government with complete documentation (**Section F, Deliverable 43**) concerning talent contracts, music rights, and any information needed to determine legal issues involving broadcast or use or distribution of any and all broadcast products to any audience at any time.
- d. Provide the Government with all finalized creative materials including all supporting paperwork. Creative materials files (**Section F, Deliverable 42**) shall include all source files and supporting files including, but not limited to, artwork, fonts, images, and illustrations used to create the products.

As directed by the Government, the contractor shall also develop and/or customize digital platforms (**Section F, Deliverable 44**) that may include, but are not limited to, websites, mobile applications (apps), social media pages/presence, and other media platforms. The contractor shall work with the Government to determine the appropriate platform(s) for each identified country and/or region. The contractor shall ensure that all digital platforms adhere to AFRICOM security standards and legal requirements.

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- a. **Websites:** As required by the Government, the contractor shall develop and implement websites using a scalable and non-proprietary Content Management System (CMS) in a secure and stable hosting environment. Websites shall utilize device-agnostic responsive design and adhere to usability best practices. All SSIP platforms shall be operational and accessible on the internet 24 hours a day, seven days a week (24/7), 365 days per year. The contractor shall ensure that the hosting environment is secure and U.S. based. Additionally, all websites shall have one-click attribution and shall clearly identify that information is being provided by the U.S. Government. Upon receiving final approval from the Government to develop and implement a website, the contractor shall secure rights to the chosen Uniform Resource Locator (URL) as well as similar URLs (e.g., .com, .net, .info, or .org) as required by the Government.

The contractor shall be responsible for continuous security monitoring of all hosting platforms. The contractor shall employ industry best practices for proactive information security such as virus scan tools to include intrusion detection and countermeasures, daily preventive security scans, virus and Trojan horse protection, daily incremental backups, and weekly complete backups. The contractor shall ensure compliance with AFRICOM standards and regulations and Industry and DoD Information Assurance Vulnerability Advisories/Alerts published by the DoD Computer Emergency Response Team (CERT) as applicable.

- b. **Social Media Pages and Handles:** As required by the Government, the contractor shall set up and customize social media profiles, pages, or handles (e.g., Facebook pages, Twitter accounts, or YouTube channels) using advertising and marketing industry best practices. Upon receiving final approval from the Government, the contractor shall secure rights to the social media handles as required by the Government. The contractor shall obtain Government approval regarding content, comments, and any comment feedback systems.
- c. **Emerging Platforms:** As required by the Government, the contractor shall develop and/or customize user-centered digital destinations on new or emerging digital platforms as they become available or are determined to be relevant to programs.

For each identified country and/or region and in accordance with the Government-approved Project Plan for that country and/or region, the contractor shall provide a Creative Materials Test Plan (**Section F, Deliverable 45**) that details the process and procedures for the pre-testing of creative materials to ensure they will be effective with the intended target audience.

Effectiveness will be assessed by considering how accurate, consistent, clear, relevant, and credible the concepts are and by how much they appeal to and resonate with the target audience. The contractor shall execute the Creative Materials Test Plan (**Section F, Deliverable 45**) to pre-test the creative materials once they have been approved by the Government.

C.5.5.5 SUBTASK 5 – DISSEMINATION

For each identified country and/or region and in accordance with the Government-approved Project Plan for that country and/or region, the contractor shall plan and execute campaigns. The campaign strategy and execution plan shall be documented in Campaign Plans (**Section F, Deliverable 46**) which shall include, but are not limited to, the following information:

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- a. Description of strategy and associated marketing objectives including the approach to channel planning.
- b. Media plan that demonstrates in-depth knowledge of the media consumption habits of intended audience.
- c. Media mix including a breakdown of spend by media type and by individual placements.
- d. Detailed cost projections including relevant costs by media type and by individual media placement.
- e. Media flighting chart including each media type to demonstrate suggested flight times, media weights/insertion levels, and other relevant factors.
- f. Analytical measurement plan to track success, determine the effectiveness and cost-effectiveness of paid media efforts, and plans for mid-course adjustments and optimization. Measurement plans shall include ongoing reports on all relevant media cost metrics both by media type and by individual media placement.
- g. Negotiation of bonus media weight or added-value media.
- h. Proof of performance consisting of, but not limited to, progress reports, media vendor invoices, tear sheets, affidavits of performance for broadcast, vendor invoices, match reports, airchecks, screenshots, photographs, and third-party media tracking solutions to ensure campaign delivery and to verify media billings.

Upon Government approval of the Campaign Plan, the contractor shall disseminate and distribute the content to Government and/or third-party platforms that ensure delivery of the content to the target audiences in the AFRICOM AOR to directly support AFRICOM objectives and operations.

Additionally, as required by the Government, the contractor shall provide periodic content dissemination, media monitoring, and social media monitoring reports (**Section F, Deliverable 47**) that reflect relevant metrics which may include, but are not limited to, media impressions, web reach, social reach metrics, and, when relevant, sentiment analysis.

C.5.5.6 SUBTASK 6 – ASSESSMENT

Using industry best practices, methods, and market research, the contractor shall work with the Government to develop quantifiable metrics that will be used to evaluate the success of projects and changes in target audience behavior. Prior to execution of any assessment activities, the contractor shall provide a Project Assessment Plan (**Section F, Deliverable 48**) that shall utilize marketing industry standards of MOE, MOP, and Return on Investment (ROI) and include contractor-recommended metrics that can be used by the Government to evaluate the success of the project. The Government will take the contractor's recommendations into consideration, and the Government will determine the metrics that will be utilized under this Task.

The contractor shall utilize the Government-selected metrics to conduct assessments of the program and projects executed under this Task. The contractor shall establish baselines from which the data will be measured and compared. Program and project assessments may also be conducted by third-party organizations (i.e., not the contractor or Government), and the contractor shall support those assessments, as required by the Government, by providing program and project data and information such as cost or performance data or strategy information.

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The contractor shall provide assessment reports on a monthly, quarterly, and annual basis for the program and each project that provides ongoing and current metrics reporting including Key Performance Indicators (KPIs). Assessment reports shall also include detailed media performance data that identifies costs and performance by media type and by individual media placement. Examples include, but are not limited to, the following:

- a. Television and radio: reach, frequency, Gross Rating Point (GRP), Target Rating Point (TRP), cost per point.
- b. Print: circulation.
- c. Digital Display: impressions, clicks, click-through rate, cost per click.
- d. Digital Video: impressions, clicks, click-through rate, cost per click, cost per view.

At the conclusion of each project, the contractor shall provide a Project Summary Report (**Section F, Deliverable 49**) that at a minimum details lessons learned, summary of the metrics and performance, analysis of the project's effectiveness and impact, and a summary of the total and individual cost elements.

C.5.6 TASK 6 – LOGISTICS SUPPORT

The contractor shall support the Government with building, maintaining, and enhancing AFRICOM's logistics strategy as the Command requires a logistical infrastructure and network that will enable a rapid pivot from the steady-state environment to contingency response operations. Logistics-focused support shall include, but is not limited to, the following activities:

- a. Coordinating with AFRICOM component commands and other strategic and operational partners to identify and document courses of actions in order to develop the logistics strategy, mitigate the gaps and seams to logistically set the theater, and increase logistics capability throughout the AFRICOM AOR.
- b. Developing logistic-focused assessments (**Section F, Deliverable 27**) that detail and analyze current logistics capabilities, logistics challenges, and risks affecting the AFRICOM AOR, and planned future logistics capabilities.
- c. Reviewing and documenting component lessons learned (**Section F, Deliverable 32**) from operational movements and exercises and from information gathered through working groups, boards, conferences, etc.

C.5.7 TASK 7 – TRAINING SUPPORT

In order to enhance and build capability and capacity with allies and partner nations, the contractor shall provide training and advisory support. The Government anticipates that the majority of, but not all, the support required under this Task will take place on the African continent and in accordance with the places of performance identified in Section F.2. When required by the Government, the contractor shall provide copies of the deliverables required under this Task in both English and the local language (e.g., French and Arabic).

The contractor shall conduct assessments (**Section F, Deliverable 27**) and gap analyses (**Section F, Deliverable 26**) of allies' and partner nations' capabilities and capacity. Additionally, the contractor shall work in conjunction with the Government to assess, refine, and certify doctrine and develop training materials (**Section F, Deliverable 50**) such as curriculums, training plans, training standards, Programs of Instruction (POI), etc. designed to build allies' and partner nation

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capabilities and to enhance individual, collective, and culminating training events and exercises as well as special skills proficiency.

The contractor shall also conduct training utilizing Mobile Training Teams (MTT) and a Train-Coach-Mentor approach on objectives that could include, but are not limited to, the following:

- a. Conducting route, area, and/or zone reconnaissance including C-IED operations.
- b. Deploying and conducting maneuvers.
- c. Exercising C2.
- d. Performing Combat Service Support (CSS) and sustainment.
- e. Disaster Management and Disaster Preparedness Programs.

For each training event, the contractor shall develop a tailored SOP, including a detailed training plan/schedule (**Section F, Deliverable 51**). Additionally, the contractor shall conduct training in the local language (e.g., French and Arabic) and shall be responsible for providing interpreters if needed.

Upon completion of each training event, the contractor shall conduct hotwash sessions and provide comprehensive After Action Reviews (AARs) (**Section F, Deliverable 52**) which assess how well the training objectives were met. At a minimum, the AARs shall capture the relevance and applicability of the various training events including any applicable data, trends, metrics, etc. The contractor shall utilize the AARs to identify any lessons learned and corrective actions needed and to continuously refine the training materials (**Section F, Deliverable 50**) based upon the knowledge gained. Additionally, when required by the Government, the contractor shall provide photographs (**Section F, Deliverable 53**) that capture each training event. For each photograph provided, the contractor shall include a caption that, at a minimum, identifies the times, places, personnel, and activity(s).

C.5.8 TASK 8 – EXERCISE AND ASSESSMENT SUPPORT

The contractor shall provide support to AFRICOM exercises, wargames, Tabletop Exercises (TTX), lessons learned programs, and assessment activities. As required by the Government, the contractor shall provide this support from the initial planning stages, including planning conferences, through execution and assessment. Support to be provided includes, but is not limited to, the following activities:

- a. Assisting with the development of operational and planning concepts.
- b. Attending planning conferences to establish participation execution events, timelines, and communication requirements.
- c. Developing subject-matter-specific Master Scenario Events List (MSEL) injects, objectives, scenarios, events, and vignettes.
- d. Assisting with conducting the white cell and acting as controller participants.
- e. Developing MOE and MOP (**Section F, Deliverable 30**).
- f. Conducting the AAR, summarizing the MOE and MOP, and documenting lessons learned (**Section F, Deliverable 32**).

The contractor shall also assist the Government with overseeing the development of assessment processes and the execution of assessment support which includes, but is not limited to, the following activities:

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- a. Developing program or initiative-specific MOE and MOP (**Section F, Deliverable 30**).
- b. Articulating information requirements and documenting the assessment strategy and plan.
- c. Compiling and cleaning assessment data.
- d. Establishing reporting criteria and timelines to satisfy operational and AFRICOM assessment requirements.
- e. Interfacing with the AFRICOM J8 and other Government assessment activities to include the JS and OSD.
- f. Conducting assessments of program, initiatives, and activities and documenting the results in assessment reports (**Section F, Deliverable 27**).

C.5.9 TASK 9 – MISSION-ENABLING SUPPORT

C.5.9.1 SUBTASK 1 – KNOWLEDGE MANAGEMENT (KM) SUPPORT

The contractor shall provide KM support with the objective of fostering information sharing and enhancing decision making across the Command. The contractor shall capture individual and organizational knowledge and develop KM strategy and methodology plans (**Section F, Deliverable 54**) utilizing industry best practices and procedures, tailored to the current and potential future requirements of the AFRICOM requesting organization or directorate. The contractor shall utilize SharePoint or other Government-approved domains to develop, build, manage, and maintain collaborative environments (**Section F, Deliverable 55**) at both unclassified and classified levels. In developing and maintaining these environments, the contractor shall ensure that it complies with all AFRICOM and DoD standards and regulations.

C.5.9.2 SUBTASK 2 – EVENT AND CONFERENCE PLANNING SUPPORT

The contractor shall provide support, as requested by the Government, for conferences and events including, but not limited to, symposiums, roundtables, engagements, or workshops. The purpose of these conferences and events is to promote collaboration within the Government and with U.S. allies and partner nations. The contractor shall work in conjunction with the Government to support activities such as, but not limited to, the following:

- a. Developing the objectives, key issues, and discussion elements.
- b. Providing logistical support and handling administrative details.
- c. Providing translation support services, as required by the Government, in languages including, but not limited to Portuguese, Arabic, and French.
- d. Coordinating with other agencies, organizations, or other international partners.

C.5.9.3 SUBTASK 3 – PROGRAMMATIC, OPERATIONAL CONTRACT, AND TASK MANAGEMENT TOOL (TMT) SUPPORT

The contractor shall provide programmatic, operational contract, and TMT support to the Government. This support may include, but is not limited to, preparing packages and briefings (**Section F, Deliverable 28**), facilitating the approval of activities supporting directorates, staff offices, and component commands with AFRICOM and Government leadership, supporting the Government with the development of policies and procedures, developing project schedules,

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monitoring and summarizing project progress, performing program and project-level assessments (**Section F, Deliverable 27**), and synchronizing and coordinating activities.

C.5.10 TASK 10 – ADDITIONAL SUPPORT AS REQUIRED (OPTIONAL)

To appropriately manage the unpredictability of world events, AFRICOM requires the capability to rapidly respond to unforeseen requirements. The contractor shall provide support at locations within the AFRICOM AOR including locations that currently are or may in the future be designated as Hazardous Duty/Combat Zones (HD/CZs). These requirements will be variable in length and may require either short-term (up to 90 days) or longer-term (91 days or longer) support. Support requirements and deliverables for this Task are described in **C.5.2 through C.5.9** and are within the scope of this TO, but require additional personnel to meet the additional LOE requirement. When the need for additional support is identified, the FEDSIM COR will notify the contractor and the Government will exercise the optional support CLIN.